



9/27 (8)

"Moving The Region Forward Together"



495/METROWEST CORRIDOR PARTNERSHIP, INC.

200 FRIBERG PARKWAY, SUITE 1003, WESTBOROUGH, MA 01581

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WWW.ARC-OF-INNOVATION.ORG

LETTER FROM THE CO-CHAIRS

To Our Partners in the 495/MetroWest Corridor:

Looking back over the first year of the 495/MetroWest Corridor Partnership, we are proud of the many accomplishments, thanks to the vision and hard work of an outstanding founding Board of Directors and our staff.

Our new Partnership was launched with the decision in 2002 to combine the strengths of several successful organizations: the 1495 Technology Corridor Growth Initiative and the MetroWest, Corridor Nine, United Regional, and Marlborough Regional Chambers of Commerce. This new entity was unique from the start because of its founding principle that there should be an equal balance between private and public interests in all its efforts. The choice of the organization's directors, officers, and committee chairs all reflect this public/private partnership. The result is a forum where all stakeholders' opinions are considered in promoting economic prosperity and sustaining the natural resources and quality of life of the area.

Through many lively discussions, we forged and then approved the Partnership's mission and articles of organization, ratified the bylaws, and elected the initial Board of Directors and Executive Committee. This could not have been accomplished without the expertise of our counsel, Lauren Stiller Rikleen, and the generosity of her firm of Bowditch and Dewey.

Grounded in the belief in regional solutions to shared problems, the Partnership established committees and recruited talented committee chairs and members to tackle the major issues for the corridor. Committees concentrated on economic development, transportation, water and sewer, permitting, housing, local issues, and legislative action.

And what has this 495/MetroWest Corridor Partnership achieved in its first year?

- A regional identity, complete with the brand name, "Arc of Innovation," to underscore the 495/MetroWest area as a unique entity (thanks to Paul Mina and his Branding Committee.)
- A set to strategic goals for a reorganized committee structure, with short and long term targets (due to the diligence of Annemarie Loftus and her task force.)
- Active committees, co-chaired by professionals from both the business and municipal communities, that are identifying, prioritizing, and addressing major issues in the region.
- A capital campaign, launched in October 2003 and chaired by EMC founder Richard Egan, that has resulted in nearly \$1 million in new commitments to the partnership.
- A professional staff of three, including Chief Executive Officer Lynn Sand, Public Affairs Program Manager Paul Matthews, and Administrative Assistant Coordinator Elisa Wright.
- A fully equipped office in a centrally located office park
- Increasing political visibility, drawing the attention of the Secretary of Commonwealth Development, Doug Foy, and Speaker of the House of Representatives, Thomas Finneran (thanks to Senators David Magnani and Pam Resor, and Representatives Stephen LeDuc and Paul Loscocco, plus a committed delegation of area legislators.)
- A \$450,000 grant to study the issue of limited water supplies in the region (with thanks to U.S. Congressman James McGovern.)
- Growing recognition of the importance of regional thinking to address the growth issues, public policy concerns, and economic development in the 21st century.

It has been a privilege to serve as the founding co-chairs of the 495/MetroWest Corridor Partnership and to help create a dynamic regional coalition that truly is a model of public/private cooperation. None of this could have been achieved without the vision—and persistence—of its early leaders, especially Senator David Magnani. We hope that this lively experiment in participatory, regional partnership, this "Arc of Innovation," will continue to thrive and live up to the exciting promise of its first year.

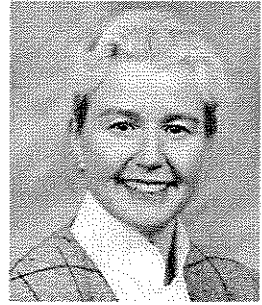
Sincerely,



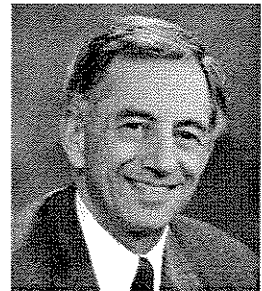
David I. Begelfer
Business Co-chairman



Kristina N. Allen
Municipal Co-chairman



Kristina Allen
Public Sector Co-Chair
Town of Westborough



David Begelfer
Private Sector Co-Chair
President, Massachusetts
Chapter of National
Association of Industrial
and Office Properties.

495/METROWEST CORRIDOR PARTNERSHIP, INC.

CHIEF EXECUTIVE OFFICER'S REPORT



Lynn D. Sand

Chief Executive Officer

It is with great pleasure that I present to you the 495/MetroWest Corridor Partnership's first annual report. It has been an honor to serve the 495/MetroWest Region during the past year.

As you will see, a great deal has been accomplished during this, our first full year of operation. Our successes were made possible only through the dedication of the teams' co-chairs and the many volunteers who have given selflessly of their time and expertise. One of my greatest professional pleasures over the past year has been to experience these groups of diverse individuals come together as a true team. In many instances, these individuals met with only a common interest in subject matter and at times seemed to speak different languages both politically and professionally. Over time however, through communication, understanding and mutual respect, these teams have become the epitome of the saying "The whole is greater than the sum of the parts."

The same can be said for the 495/MetroWest Corridor Partnership's Board of Directors and Executive Steering Committee. While bringing so many divergent opinions together can make for some slow marching, it also provides for a much more solid foundation from which to serve our mission, "to promote economic vitality and sustain our natural resources while enhancing the quality of life in the 495/MetroWest region."

Thanks to the efforts of so many individuals and collaborating organizations, including my hardworking and competent staff, we will continue to move the region forward together.

A handwritten signature in cursive script that reads "Lynn D. Sand".

Lynn D. Sand
Chief Executive Officer

ACCOMPLISHMENTS

ECONOMIC VITALITY

ECONOMIC DEVELOPMENT

CO-CHAIRS DANIEL BEN-YISRAEL, TOWN OF FRANKLIN; KATHLEEN FREEMAN, BOWDITCH & DEWEY

Running in tandem with the former MetroWest Momentum Program for the first six months of the program year made it easier for the economic development team to move toward action quickly. In addition to small forums on selling to the government, green development and the revitalization of the town of Ashland, the economic development team assisted in hosting a large summit in conjunction with MassINC. "Pursuing Our Purpose: Quality of Life and Economic Development in the 495/MetroWest Region" drew more than 250 participants to discuss employment, housing and quality of life issues.

Another focus of the economic development team has been the development and implementation of the business call survey. Coordinated by Annemarie Loftus of National Grid and administered by the affiliated chambers of commerce including Corridor Nine, Marlborough Regional, MetroWest and United Regional, the survey targets employers of 50 to 200 in an effort to stay abreast of issues affecting the region's business community.

Last, the economic development team has put a strong emphasis on assisting municipalities prioritize, assess and market underutilized and Brownfields sites. They are currently developing an implementation plan for marketing those high priority sites identified by the process. Also, thanks to the generosity of Bowditch and Dewey, the Partnership was able to provide a marketing table for municipalities at the spring 2004 National Brownfields Association meeting in Boston.

WORKFORCE DEVELOPMENT

CO-CHAIRS

SYLVIA BEVILLE, METRO SOUTHWEST REGIONAL EMPLOYMENT BOARD;
MICHELLE DROLET, CONQWEST, INC.

The co-chairs made a bold and important move when building this team. In an effort to understand the true workforce needs of the region, they requested that only employer organizations constitute membership at the team's inception. Through the recruitment of several diverse companies, the team has identified two areas as crucial: ensuring both entry level employers and managers have the right skill sets and ensuring that the supply and demand for workers are equal. It is expected that by mid fall 2004, the team will have identified action steps to address those needs.

In addition, thanks to a grant from Verizon Corporation, the workforce development team is completing its first Hiring Survey. Through the Center for Labor Market Studies, Northeastern University, the Partnership is conducting an electronic survey of regional employers. This information, augmented by findings through focus groups and other data, will be used to better understand the short and mid term labor needs of the region. The results of this study will be presented at an October 2004 forum coordinated by the Institute for Local Issues.

HOUSING

CHAIR

SENATOR PAMELA RESOR

Special mention must be given to Ken Daly of Putnam Investments who provided a great deal of his time and expertise in the area of housing. As a member of the Partnership's Board of Directors, Ken encouraged the organization to get actively involved in this critical issue and define an action plan that was value added to the region and the Commonwealth. The housing team brought together the leadership of Citizen's Housing and Planning Association (CHAPA) and the Massachusetts Homebuilders Association. Together, with the Partnership, these organizations are collaborating on a new public awareness campaign. The campaign, home@last will showcase the economic development and quality of life impact of the housing crisis as well as promote involvement in the issue. Unveiled at the annual conference on June 11, 2004, this campaign will run throughout the next program year.

BUSINESS ATTRACTION

When requested, the 495/MetroWest Corridor Partnership has actively assisted in the attraction and retention of business for the region. Working with the Massachusetts Alliance for Economic Development, municipalities, developers, brokers and consultants, the Partnership stands ready to assist in the successful placement of companies that are a good match for the region. The Partnership is currently awaiting location decisions from two such prospects.

SUSTAINABLE RESOURCES / INFRASTRUCTURE

PERMITTING

CO-CHAIRS

SHERRY CLANCY, NATIONAL DEVELOPMENT; JAMES ROBBINS, TOWN OF WESTBOROUGH
ADAM WEISENBERG, GOODWIN/PROCTER

Using the work of the former I495 Technology Corridor Initiative as a springboard, the permitting group was able to move quickly to develop a team using the public/private approach. Initially, in collaboration with the Commonwealth's Mass.gov initiative, the permitting team was able to focus on the issue of e-permitting. They assisted in the choice of Marlborough as a pilot to provide a web presence with a long term goal of online permitting.

Once the Marlborough pilot project commenced, the team refocused its efforts toward building common understanding of the frustrations around permitting for both the public and private sectors. When both sides clearly understood each other, they used their combined efforts to build a permitting guide template for use by all municipalities. These efforts culminated in the presentation of the guide to the regions municipalities and service providers and others.

TRANSPORTATION

CO-CHAIRS

KATHLEEN BARTOLINI, TOWN OF FRAMINGHAM; ROBERT L. NAGI, VANASSE HANGEN BRUSTLIN, INC.

This team has focused its efforts on building consensus around the region's most pressing transportation needs. The focus of their work during this program year has been developing and carrying out a means of obtaining public input on the region's transportation needs called the "Transportation Nightmares Project" After soliciting public input, through a media partnership with the MetroWest Daily News and Community Newspaper Company, the team received over 150 nominations. This has been considered by many to be one of the best public input efforts for transportation issues in recent memory. At the conclusion of much research and deliberation, including potential solutions, the team narrowed the list to the top ten transportation issues affecting the 495/MetroWest Region. At the completion of the presentation during the first annual conference, the team will again convene to develop a strategy to affect positive change for the region.

495/METROWEST CORRIDOR PARTNERSHIP, INC.

WATER AND SEWER

CO-CHAIRS

THOMAS HUBBARD, MA TECHNOLOGY COLLABORATIVE; GEORGE PREBLE, BEALS & THOMAS

The Water and Sewer Team has focused on a water resources management strategy for the 495/MetroWest Corridor, as detailed in the project narrative, "Water Resources Strategy for the 495/MetroWest Corridor", dated August 2003. Based upon input from the water and sewer team, the Metropolitan Area Planning Council (MAPC) updated this project to establish goals and objectives, as well as detailed action steps for the allocation of the \$450,000 grant received from the US Environmental Protection Agency thanks to the work of Congressman James McGovern. The focus of the Committee during the next year will be the implementation of the project goals and objectives and monitoring of the completion of the tasks. These tasks include:

- Water resource indicators for the 495/MetroWest area.
- Hydrologic modeling for the upper Sudbury and Charles River watersheds.
- Best Management Practices and technical assistance.
- Water supply, peak water use reduction program.
- Leak detection technical assistance.
- Water supply strategy for high-growth towns in the Assabet watershed.
- Low impact development outreach/technical assistance.
- Water reuse outreach/technical assistance.

POLITICAL CLOUT

PUBLIC POLICY

CHAIR

RAPHAELA ROZANSKI, TOWN OF MEDWAY

Considered a critical component of the 495/MetroWest Corridor Partnership's strategic plan, this organization has been careful to draft an advocacy plan that encourages participation from all stakeholders, both public and private. After months of deliberation, the Partnership is poised to move ahead with a mechanism for the development of a regional advocacy plan.

In addition, in an effort to have the region's needs better understood by the state's political leaders, the Partnership has hosted forums featuring Douglas Foy, Secretary of Commonwealth Development and the Honorable Thomas Finneran, Speaker of the House of Representatives. These well attended sessions were successful in providing participants and state policy makers the opportunity to discuss issues of regional concern and opportunity.

MARKETING

CO-CHAIRS

PAUL MINA, UNITED WAY OF TRI-COUNTY; WILLIAM MAURO, CITY OF MARLBOROUGH

Believing that this new region, comprised of communities in three planning districts, was lacking an identity of its own, the marketing team made quick work developing a brand. Thanks to generous in-kind investment of Tsai Design, the Arc of Innovation brand was created. The brand has successfully been integrated into all aspects of the Partnership's activities and we are confident of its ability to stand up nationally to other geographic branding.

The Arc Update is another new creation of the 495/MetroWest Corridor Partnership. This periodic email newsletter distributed to a wide audience, has been well received and in fact requested more than any other document by regional stakeholders. It provides focus on the activities and accomplishments of the 495/MetroWest Corridor Partnership, as well as various issues confronting the region.

INSTITUTE FOR LOCAL ISSUES

CO-CHAIRS

LESLIE ACKLES, UMASS DONAHUE INSTITUTE; DAVID SOULE, NORTHEASTERN UNIVERSITY

Thanks to a very small but very mighty group of volunteers, The Institute for Local Issues is poised to grow in the coming year. The Institute held its inaugural event in March in conjunction with the MA Chapter of the National Association of Industrial and Office Properties (NAIOP). The forum, titled "District Improvement Financing: A Financing Tool for Municipalities" featured presentations on the new program, its regulations and use cases. Almost 100 participants benefited from this program.

The Institute for Local Officials is also responsible for the coordination of the Housing portion of the annual conference. Bringing together the Commonwealth's housing and research leaders has provided the Partnership with the opportunity to focus on long-term solutions for the region.

It should also be noted that the Institute for Local Issues is the focus of the Partnership's efforts to create a charitable giving foundation to be used for regional education and consensus building activities.

The Institute looks to the coming program year to provide programs on workforce and quality of life issues as well as civic engagement. In addition, it will explore the potential of a regional emerging leaders program.

495/METROWEST CORRIDOR PARTNERSHIP, INC.

BOARD OF DIRECTORS 2003-2004

*To promote economic vitality and sustain our natural resources
while enhancing the quality of life in the 495/MetroWest region.*

Kristina Allen, <i>Public Sector Co-Chair</i>	Town of Westborough
David Begelfer, <i>Private Sector Co-Chair</i>	National Association of Industrial and Office Properties
Leslie Ackles	UMass Donahue Institute
Mitch Adams	Massachusetts Technology Collaborative
Kathleen Bartolini	Town of Framingham
Dr. John Bassett	Clark University
Paul Blazar	Town of Hudson
Nancy Bryant	SuAsCo Watershed Community Council
Gino Carlucci	Southwest Area Planning—MAPC
Paul Casey	EMC Corporation
Louis Celozzi	Town of Milford
William Christensen	Town of Southborough
Barbara Clifford	Corridor Nine Area Chamber of Commerce
Amy Cotter	MetroWest Growth Management
Frank Crocetti	Fidelity Investments
Ken Daly	Putnam Investments
Dorian DesLauriers	GeoTMS DesLauriers Municipal Solutions, Inc.
Marc Draisen	Metropolitan Area Planning Council
Christopher Egan	Carruth Capital, LLC
Charles Goodrich	Community Newspaper Company
Daniel Grabauskas	MA Executive Office of Transportation
Jane Wallis Gumble	MA Department of Community Development
Dr. Helen Heineman	Framingham State College
Ellen Roy Herzfelder	MA Executive Office of Environmental Affairs
Susan Houston	Massachusetts Alliance for Economic Development
Donna Jacobs	Minuteman Advisory Group on Interlocal Coordination
Evan Lebson	Genzyme Corporation
The Honorable Stephen LeDuc	Massachusetts House of Representatives
Susanne Morreale-Leeber	Marlborough Regional Chamber of Commerce
Steve Lincoln	Garelick Farms
Annemarie Loftus	National Grid, USA
The Honorable Paul Loscocco	Massachusetts House of Representatives
The Honorable David Magnani	Massachusetts State Senate
William Mauro	Former Mayor of the City of Marlborough
Paul Mina	United Way of Tri-County
Andrew Porter	Town of Holliston
Julio Renzi	Town of Franklin
The Honorable Pamela Resor	Massachusetts State Senate
Lauren Stiller Rikleen	Bowditch & Dewey Attorneys
James Robbins	Town of Westborough
Raphaella Rozanski	Town of Medway
Priscilla Ryder	City of Marlborough
John Strickland	Bosc Corporation
A. Theodore Welte	MetroWest Chamber of Commerce
Donald Wheeler	Town of Boxborough
Robert Zimmerman	Charles River Watershed Association

LETTER FROM THE INCOMING CO-CHAIRS

June 2, 2004



Frank Crocetti
Incoming Private Sector,
Co-Chair
Vice President
Fidelity Investments

As the incoming Co-Chairs, we would like to offer our thanks and gratitude to all of the volunteers and supporters of the 495/MetroWest Corridor Partnership. Due to everyone's dedication, hard work, and commitment to collaboration, the Partnership has built a strong foundation for regional advocacy.

In particular, we want to extend our heartfelt appreciation to Kristina Allen and David Begelfer, the outgoing Co-Chairs of the Partnership. As the organization's first Co-Chairs, they have laid the groundwork of collaborative accomplishment and set an exemplary precedent for us to follow in the years ahead.

We plan to continue on the path that has been laid out for the Partnership, by stressing the importance of a collaborative approach to issues confronting the 495/MetroWest region. In particular, we plan on expanding the Partnership's advocacy activities on behalf of the region, and focus on...

- Building on the regional strength of the Partnership, by continuing to reach out to the area's municipal, business, non-profit, environmental, legislative, and academic leadership;
- Continuing to demonstrate the benefits of collaborative action by pulling together Partnership constituencies and developing grass-roots solutions to the region's challenges;
- Advocating on behalf of the region's top transportation needs, so that adequate services and infrastructure are in place to meet our needs;
- Expanding upon the Partnership's ongoing housing awareness campaign with CHAPA and MA Home Builders Association;
- Serving as a voice for the region with the state's Office of Commonwealth Development, as they carry out their "Smart Growth" policies affecting transportation, environmental, housing, development, and state aid programs.



Andrew Porter
Incoming Public Sector
Co-Chair
Holliston Board of
Selectman

Obviously, these priorities represent an aggressive agenda for the Partnership – but it is an agenda we are confident that the organization can fulfill, based upon the commitment already demonstrated by the staff, the Board members, committee volunteers, and involved organizations.

Thanks to all of your efforts, the Partnership's first year of operations has been a tremendous success. We look forward to building on this momentum, and *Moving the Region Forward Together!*

Sincerely yours,

A handwritten signature of Frank Crocetti in dark ink.

Frank Crocetti
Fidelity Investments

A handwritten signature of Andrew Porter in dark ink.

Andrew Porter
Town of Holliston

495/METROWEST CORRIDOR PARTNERSHIP, INC. INVESTORS

PLATINUM DIVISION

*Bose Corporation
Boston Scientific
Bowditch & Dewey LLC*

*Carruth Capital LLC
EMC Corporation
Fidelity Investments*

*Metro West Medical Center
Putnam Investments*

GOLD DIVISION

*Banknorth
Community Newspaper
Genzyme Corporation*

*National Grid, USA
NSTAR Gas & Electric
Sovereign Bank New England*

*Staples, Inc.
The TJX Companies, Inc.*

SILVER DIVISION

*Citizens Bank of Massachusetts
Cushman & Wakefield
Framingham Co-operative Bank*

*Middlesex Savings Bank
Milford National Bank and Trust
National Association of Industrial and Office Properties*

*National Development
Verizon*

BRONZE DIVISION

*AstraZeneca
Communicon Consulting
Crowne Plaza Hotel Natick/Boston*

*Hudson Savings Bank
Sheraton Framingham
Sierra Suites Westborough*

Westborough Bank

Many thanks to our current investors for their commitment to our region.

The Campaign Operations Committee chaired by former Ambassador Richard Egan continues to raise the operational funds necessary for our regional effort. Special thanks to the members of the Campaign Operations Committee for their commitment to our fundraising campaign.

Securing continued private and public support for our region's economic development and public policy initiatives will require sustained resource development. Every effort must be made to ensure that investors feel our organization is delivering measurable results and keeping true to its mission.

CAMPAIGN CABINET

EXECUTIVE TEAM

Campaign Chief Executive

Richard J. Egan
Founder EMC and
Former Ambassador to Ireland

Campaign Co-Chairs

Frank Crocetti
Vice President, Fidelity Investments

Christopher Egan
President, Carruth Capital, LLC

MANAGEMENT TEAM

Mark Clement
President, MetroWest Medical Center

Kenneth Cole
President/CEO, Milford National Bank

Annemarie Loftus
Executive Assistant to the President,
National Grid, USA

Paul Mina
President/CPO, United Way of Tri-County

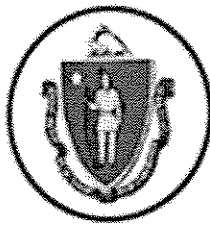
Joseph O'Leary
Sr. Vice President, Sovereign Bank

Patrick Purcell
President & Publisher, Boston
Herald/CNC

Lauren Stiller Rikleen
Partner, Bowditch & Dewey, LLC

IF YOU DIDN'T

ALREADY LIVE



IN THIS TOWN,

YOU PROBABLY
COULDN'T AFFORD TO.

home@last

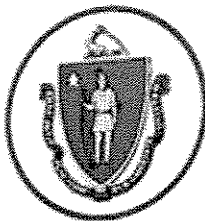
Let's make housing affordable

home@last is a collaboration between the Citizens' Housing and Planning Association,
the 495/MetroWest Corridor Partnership Inc. and the Homebuilders Association of Massachusetts

www.chapa.org/homeatlast

IMAGINE IF THE

PEOPLE WHO



WORKED HERE

COULD ALSO
AFFORD TO LIVE HERE.

home@last

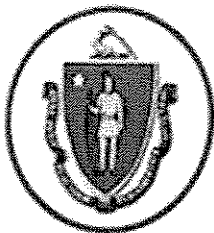
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HOUSING COSTS MAKE

THIS TOWN



OFF LIMITS

TO MOST OF THE PEOPLE WHO
GREW UP HERE.

home@last

Let's make housing affordable

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